

Executive Registry

84 - 5008

26 July 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Operations
Deputy Director for Intelligence
Deputy Director for Science and Technology
Deputy Director for Administration

FROM: Director of Central Intelligence

SUBJECT: Search for Excellence Program


1. I asked [] to tell you at last Tuesday's staff meeting that 25X1 I will want to report on progress and future plans in our Excellence Program sometime after Labor Day. I would like each of you to give me a status report and your ideas for further steps before the end of August. A lot of steps have been taken. I attach a brief summary of some of them which I used at the SIS promotion ceremony last Tuesday.

2. As I reflect on what this exercise has accomplished and where it stands, it seems to me that we have made pretty good progress on the more obvious fronts. There is still a lot more to do and we need to get at that. But, I think the real test is how much entrepreneurship, task force activity, cross fertilization, fusion of talents, experience and perspective we have succeeded and will succeed in the future in generating. In addition to visiting a lot of offices and divisions of the Agency, I have had extended visits with Air Force Intelligence, Army Intelligence, Navy Intelligence, and Marine Intelligence.

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In CIA there has been generated a number of new initiatives and task forces have been created.

3. In reporting on the status of the excellency program and its future, I would like to have you deal specifically with what has been accomplished and demonstrated in a "bias for action", encouraging "entrepreneurship" and generating "task forces" to meet specific needs.


William J. Casey

Attachment:
As stated

DCI
EXEC
REG

25X1

- NEW LIGHTING HAS BEEN INSTALLED TO OUR CORRIDORS BRIGHTER.
- ON THE GROUND FLOOR, TILES ARE BEING REPLACED, WALLS PAINTED AND ELEVATOR FOYERS WALLPAPERED.
- THE GYM HAS BEEN PAINTED, THE RUNNING TRACK UPGRADED AND NEW LOCKERS AND NAUTILUS EQUIPMENT HAVE BEEN INSTALLED. (AS I LOOK AROUND, IT STRIKES ME THAT SOME OF YOU SENIOR EXECUTIVES MIGHT WANT TO TAKE MORE ADVANTAGE OF THE HEALTH ROOM.)
- WE WILL BE IMPROVING SIGNIFICANTLY THE ENVIRONMENT IN THE CAFETERIA.
- MOST SIGNIFICANTLY--AND MOST OBVIOUS--THE GROUND HAS BEEN BROKEN FOR THE NEW BUILDING WHICH WILL PROVIDE MUCH NEEDED RELIEF FOR THE OVER-CROWDING YOU ALL ENDURE.

THESE ARE IMPROVEMENTS IN WORKING CONDITIONS AND AMENITIES WHICH SHOW THAT WE CARE. ALL OF YOU CAN FIND WAYS TO BE SIMILARLY SENSITIVE TO THE NEEDS IN YOUR OWN WORK PLACES.

WE HAVE TAKEN A LONG LIST OF STEPS DESIGNED TO PUSH DOWN RESPONSIBILITY AND AUTHORITY TO LOWER LEVELS, TO IMPROVE COMMUNICATIONS AND INCREASE RECOGNITION FOR SUPERIOR PERFORMANCE AND, IN GENERAL, TO REVERSE A TREND TO MORE BUREAUCRACY AND MORE REGULATION.